

**FEB 95**  
**NATIONAL BOARD**  
**Minutes**

# 24-25 FEB 95

## AGENDA & MINUTES

### OPEN SESSION

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**ATTEST:**

**OFFICIAL:**

**DWIGHT H. WHELESS**  
Colonel, CAP  
National Legal Officer

**RICHARD L. ANDERSON**  
Brigadier General, CAP  
National Commander

AGENDA & MINUTES  
CIVIL AIR PATROL  
NATIONAL BOARD MEETING  
24-25 Feb 95  
Montgomery, Alabama

# OPEN SESSION

CALL TO ORDER ..... Brig Gen Richard L. Anderson, CAP  
INVOCATION..... Ch, Col, David R. Van Horn, CAP  
PLEDGE OF ALLEGIANCE ..... Col Paul M. Bergman, CAP  
ROLL CALL..... Col Paul J. Albano, Sr., CAP  
  
EXECUTIVE DIRECTOR REMARKS ..... Col Ronald T. Sampson, USAF  
NATIONAL COMMANDER REMARKS ..... Brig Gen Richard L. Anderson, CAP

## NATIONAL BOARD

The National Board is the governing body of the Civil Air Patrol and is comprised of the National Commander, Executive Director (also Commander, CAP-USAF), National Vice Commander, National Chief of Staff, National Finance Officer, National Legal Officer, National Controller, the eight region commanders, and fifty-two wing commanders.

*BG Richard L. Anderson, CAP	National Commander
*Col Ronald T. Sampson, USAF	Executive Director
*Col Paul M. Bergman, CAP	National Vice Comdr
*Col James C. Bobick, CAP	National Chief of Staff
*Col John P. Ratcliff, CAP	National Finance Officer
*Col Dwight H. Wheless, CAP	National Legal Officer
*Col Larry D. Kauffman, CAP	National Controller

### NORTHEAST REGION

*Col David J. Braun, CAP	Region Commander
Col Lloyd R. Sturges, Jr., CAP	Connecticut
Col Craig R. Treadwell, CAP	Maine
Col Thomas DiMilla, Jr., CAP	Massachusetts
Col Albert J. Sambold, CAP	New Hampshire
Col George T. Redfern., CAP	New Jersey
Col Herbert P. Lavin, CAP	New York
Col Joseph. A. Guimond, Jr., CAP	Pennsylvania
Col Bryan W. Cooper, CAP	Rhode Island
Col Robert D. Johnson, CAP	Vermont

### MIDDLE EAST REGION

*Col Herman H. Maddox, Jr., CAP	Region Commander
Col James H. Tazelaar, CAP	Delaware
Col Eugene L. Przybylowicz, CAP	Maryland
Col Gene D. Hartman, CAP	National Capital
Col Davis R. Bonner, Jr., CAP	North Carolina
Col T. Richard Herold, CAP	South Carolina
Col Charles S. Glass, CAP	Virginia
Col Rodney E. Steorts, CAP	West Virginia

### GREAT LAKES REGION

*Col Robert V. Payton, CAP	Region Commander
Col Steve Peters, CAP (proxy 24 Feb 95)	
Col Ronald W. Westholm, CAP	Illinois
Col Edward F. Mueller, CAP	Indiana
Col Douglas N. Huff, CAP	Kentucky
Col John A. Alexander, CAP	Michigan
Col Jacquelyn Hartigan, CAP	Ohio
Col Lawrence W. Stys, CAP	Wisconsin

### **SOUTHEAST REGION**

*Col Richard L. Bowling, CAP	Region Commander
Col Angelos N. Petelos, CAP	Alabama
Col George O. Pringle, CAP	Florida
Col Benjamin D. Grove, CAP	Georgia
Col Roy P. Gibbens, CAP	Mississippi
Col Edward D. Marshall, CAP	Puerto Rico
Col Joseph C. Meighan, Jr., CAP	Tennessee

### **NORTH CENTRAL REGION**

*Col Nicholas J. Knutz, CAP	Region Commander
Col Lawrence D. Toigo, CAP	Iowa
Col Charles H. Tollett, CAP	Kansas
Col Wilbur D. Donaldson, CAP	Minnesota
Col Emmit G. Williams, CAP	Missouri
Lt Col John Rooney, CAP (proxy)	Nebraska
Col Laurence L. Ruebel, CAP	North Dakota
Col Rob E. Moore, CAP	South Dakota

### **SOUTHWEST REGION**

*Col Thommie D. Herndon, CAP	Region Commander
Col Colin A. Ward, CAP	Arizona
Col Sidney W. Wilson, CAP	Arkansas
Col Colin F. Fake, CAP	Louisiana
Col Joseph H. Gold, CAP	New Mexico
Col Walter S. Schamel, CAP	Oklahoma
Col Orlan D. Scott, CAP	Texas

### **ROCKY MOUNTAIN REGION**

* Col Robert W. Kirkwood, CAP	Region Commander
Col Gary H. Tobey, CAP	Colorado
Col James V. Haldy, CAP	Idaho
Col Robert P. Meadors, CAP	Montana
Lt Col John O'Donnell, CAP (proxy)	Utah
Col Ronald Kelso, CAP	Wyoming

### **PACIFIC REGION**

*Col Ernest C. Pearson, CAP	Region Commander
Col Michael L. Pannone, CAP	Alaska
Col Angelo A. Porco, CAP	California
Col Roger M. Caires., CAP	Hawaii
Col Phil Brown, CAP	Nevada
Col James L. Schmitt, CAP	Oregon
Col Merle V. Starr, CAP	Washington

### **OTHER CORPORATE OFFICIALS**

Col Paul J. Albano, Sr., CAP	National Administrator
Col Thomas A. Handley, CAP	Corp Legal Counsel

\*National Executive Committee

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**AGENDA ITEM 1****XP-0001-295****Action****SUBJECT: Confirmation of NCS, NLO, NFO, NC****Gen Anderson**

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**BACKGROUND:** Per the CAP Constitution and Bylaws, Article XI, the National Chief of Staff, National Legal Officer, National Finance Officer, and National Controller shall be confirmed by majority of those voting at the current or next National Board. Gen Anderson appointed the following positions effective the close of August 94 National Board:

National Chief of Staff:	Col James C. Bobick
National Legal Officer:	Col Dwight H. Wheless
National Finance Officer:	Col John P. Ratcliff
National Controller:	Col Larry D. Kauffman

**RECOMMENDATION:** National Board confirm officers.

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** None. Currently, these positions are funded budget items.

**NATIONAL BOARD ACTION**

**GEN ANDERSON provided rationale for and nominated Col James C. Bobick for the office of National Chief of Staff, Col Dwight H. Wheless for the office of National Legal Officer, Col John P. Ratcliff for the office of National Finance Officer, and Col Larry D. Kauffman for the office of National Controller. Each was confirmed by SECRET BALLOT vote.**

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**AGENDA ITEM 2****XP-0002-295****Action****SUBJECT: Staff Update Briefings****CAP-USAF & CAP Staff**

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**BACKGROUND:** The following Directorates will brief the National Board:

- Reorganization Update -- NA
- Mission Activity Report -- XO
- Education and Training Update -- ET
- Safety -- SE
- Cadet Programs -- CP
- Personnel -- DP
- CAP Program Funding Status -- FM
- Plans & Requirements -- XP
- Mission Support -- MS

**Staff update briefings were presented. Briefing slides were included in the Agenda Books.**

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**AGENDA ITEM 3****XP-0003-295****Information****SUBJECT: LO and LRDAE Support MOU****Col Albano/Col Brooks**

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**BACKGROUND:** The Nov 94 NEC tabled the MOU until a working group of Col Brooks, CAP-USAF/CV, and Col Albano, CAP HQ/NA, staffed the proposal. They have presented their proposal to the Region Commanders to discuss with the Wing Commanders. Col Albano and Col Brooks will update the National Board on the status of the MOU.

**COL ALBANO and COL BROOKS briefed on the status of the MOU. It was stated that every effort is being made to work out a document that will benefit and work for both parties, with special effort not to add any additional costs to the wings. COL BROOKS offered that a seminar will be setup at the Aug 95 National Board meeting to help identify and resolve problems that may arise in this area. COL ALBANO stated that some of the more contentious issues that have already surfaced will be included as attachments to the MOU to provide for easier change without starting all over again with a newly signed document. When the MOU is signed, copies will be mailed out to all National Board members.**

**In the discussion that followed, the differentiation of the LO's status while flying aircraft during the performance of his LO duties as opposed to his status if he should fly as a volunteer mission pilot on a CAP mission was explained. The level of administrative support was also discussed. In response to a comment that some of the active-duty LOs who might wish to work for a particular wing are reluctant to apply for retirement unless they know they will be hired, it was explained that this LO program was mirrored after the JROTC program which requires a military person to have applied for retirement and have an established date before applying for a JROTC position.**

**After the question/answer period, Gen Anderson assured the board members that the MOU is a document continually under review. He endorsed Col Brooks' proposal to establish a forum at the August National Board meeting where the board members or representatives can bring lessons learned to the table so they can examine and dialogue the issues. He said, "We will remain responsive to the needs of the wing commanders."**

**FOLLOW-ON ACTION: LO/LRDAE Support Seminar at Aug 95 National Board.**

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**AGENDA ITEM 4****DP-0001-295****Information**

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**SUBJECT: Women in Military Service Memorial Brig Gen Vaught, USAF (Ret)**

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**BACKGROUND:** Brig Gen Wilma L. Vaught, USAF (Ret), will brief the National Board on a memorial to be constructed at Arlington National Cemetery commemorating women who have served in the Armed Forces of the United States. The sponsoring organization, the Women in Military Service for America Foundation, Inc., has extended membership eligibility to female senior members of the Civil Air Patrol as recognition of their invaluable contributions to the Nation as officers in the USAF Auxiliary. As Executive Director of the sponsoring organization, Brig Gen Vaught will share introductory information with CAPs senior leadership concerning the memorial. She will then return to the August 1995 National Board Meeting in Washington to provide complete information to the general membership and to enlist memberships in the memorial program from female senior members of Civil Air Patrol.

**GEN VAUGHT briefed the fund-raising efforts in support of this program and described the proposed memorial. She will follow-up by mailing a package of information including brochures about the memorial to the National Board members so they can publicize this program. She also showed a videotape entitled, "In Defense of a Nation; A History of Women in the Military." She stated that National Board members could receive a free copy of this video by calling: 1-800-222-2294.**

**FOLLOW-ON ACTION: Aug 95 Agenda Item. Need to provide addresses of National Board members to Gen Vaught.**



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**AGENDA ITEM 5****DO-0001-295****Action****SUBJECT: Angel Flight Mission****FLWgCC/Col Pringle**

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**BACKGROUND:** Angel Flight activities are being conducted by volunteer organizations in a large number of states. While some of the organizations use a different name, most of them belong to an umbrella organization known as Air Care Alliance and the basic premise is virtually the same nationwide: To provide free transportation in general aviation aircraft to ambulatory patients in need of specialized medical diagnosis or treatment. An attendant or close family member may accompany the patient on such flights, but no in-flight medical services are provided; Angel Flight is not a competitor of air ambulance services.

If Civil Air Patrol were empowered to engage in such activities through a MOU with Angel Flight organizations, there would be several beneficial results.

1. Civil Air Patrol would receive increased favorable public support.
2. We would attract new members from among the pilots already participating in Angel Flight activity.
3. We would attract additional new members who wish to participate under the conditions that CAP involvement has made possible.
4. Our pilots would have additional meaningful missions to perform.

**RECOMMENDATION:** The National Board approve the concept and request National staff to work toward developing and securing approval of a program whereby CAP pilots and equipment could engage in Angel Flight work.

**STAFF COMMENTS:** CLC: When the angel flight mission was discussed at the National Board a year ago, it was our impression that it involved primarily air ambulance type of flights requiring medical personnel and very sick patients. That is the wrong impression. Most Angel Flights involve normal type passengers--people going to a medical appointment that do not require special care. The flights that call for air ambulance service, the Angel Flight organization routinely hands them off to carriers that specialize in air ambulance flights. I would recommend we explore a MOU with the Air Care Alliance people to become involved in humanitarian missions that we can handle. The Air Care Alliance is the umbrella organization over Angel Flight.

CAP-USAF/XO: The Air Force is not prepared to accept the risks involved with transporting ambulatory patients on a routine basis. A memorandum of agreement could be established with Angel Flight organizations that would allow CAP to participate under category "C" mission status.

**FUNDING IMPACT:** Cost of flying hours and major maintenance expenses probably would be unfunded unless units have private or corporate sponsors for Angel Flight missions.

## **NATIONAL BOARD ACTION**

**COL PRINGLE** briefed this agenda item and showed a videotape of the program.

***COL PRINGLE/FL MOVED, COL SCHAMEL/OK seconded motion that the National Board approve the concept and request National staff to work toward developing and securing approval of a program whereby CAP pilots and equipment could engage in Angel Flight work.***

**Discussion:** Question of how to handle the transport of non-CAP personnel in CAP aircraft was asked of Col Handley. Col Handley stated that the proposal raises a number of issues--one would be the liability of carrying people who otherwise would have claims should there be a crash, whether the claims were responded to by CAP insurance, the USAF, or the United States. He also stated there are other concerns with Angel Flight that need to be closely looked at before getting involved, not only as to whether they would be category "B" or "C" missions, but getting a final ruling from FAA on "public aircraft" status. He added "we need to very carefully look at what we are doing vis-à-vis the FARs to be sure we don't run afoul of FAA; also when we looked at the Angel Flight program out at Palm Springs, it really is a good mission--the question we have now is could we really engage in it without aggravating our situation with the FAA, plus the liability aspects." Concern was also expressed that complaint could be lodged that taxpayer money was being used to support competition to commercial air taxi operations. Opinion was also expressed that unless a mission can provide funding that can be seen in the Cadet Program, that CAP not expand mission roles until the CAP Cadet Program can be fully funded.

**MOTION DID NOT PASS.**

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**AGENDA ITEM 6****DO-0002-295****Action****SUBJECT: Increased Use of Privately Owned Aircraft****FLWgCC/Col Pringle**

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**BACKGROUND:** Civil Air Patrol can benefit in many ways by continued efforts to encourage use of privately owned and maintained general aviation aircraft. Some of the benefits are:

1. We would attract new members who have achieved a measure of business success sufficient for them to own and operate their own aircraft. The vigor, skill, and enthusiasm such people would bring to our organization would increase our viability.

2. The use of such aircraft, at reasonable rates of compensation, would represent relatively little extra flying by those aircraft. Aircraft owned and maintained for a variety of personal uses could add CAP activities with little incremental cost and owners would on the whole, welcome the chance to fly more.

3. Safety would be enhanced since private owners become intimately familiar with their aircraft, its capabilities, and its limitations.

4. Much of the administrative burden and cost of owning, maintaining, and insuring a fleet would be eliminated.

**RECOMMENDATION:** That the NB direct the National Staff to continue to develop and implement policies to encourage more use of privately-owned aircraft for CAP missions. Consider providing antenna installation and DF "switches" for installation in private aircraft to permit portable hand-held DF units to be used in many different planes. Consider radio equipment and frequencies to allow any aircraft to communicate with ground teams.

**STAFF COMMENTS:** CAP-USAF/XO: The Air Force has taken action to help defray some member-owned aircraft expenses. We have added \$10 per flying hour to the category "A" reimbursement rate for member-owned aircraft. These funds are available from the CD and SAR flying budgets and are equal to the amounts that we reimburse the corporate aircraft. For the corporate aircraft; the \$10 per hour is paid into the major maintenance fund in LG. Unfortunately, we are unable to purchase and install equipment for member-owned aircraft since funding is earmarked for corporate aircraft.

**FUNDING IMPACT:** As member-owned aircraft participation increases, the funds for major maintenance available from the CD and SAR budgets are reduced by the \$10 per hour additional payment to the member. However, based on a per hour cost, the member-owned aircraft represents a bargain for the overall corporate budget.

### **NATIONAL BOARD ACTION**

*COL PRINGLE/FL briefed the agenda item and MOVED that the NB direct the National Staff to continue to develop and implement policies to encourage more use of privately-owned aircraft for CAP missions. Consider providing antenna installation and DF "switches" for installation in private aircraft to permit portable hand-held DF units to be used in many different planes. Consider radio equipment and frequencies to allow any aircraft to communicate with ground teams.*

**MOTION DID NOT PASS FOR LACK OF A SECOND.**

**BACKGROUND:** Over the years, CAP response to emergencies has frequently been delayed due to delays in receiving mission authorizations from AFRCC or AFNSEP. Those agencies have internal rules and regulations which require, among other things, waiting for double passes of the satellite, checking with FAA, local ramp checks, etc., all of which delay issuing authorization mission numbers to CAP. These delays, combined with faulty ELTs have endangered those at risk in the emergency, and also seriously damaged CAP's credibility as an emergency responder and that of the Air Force as its sponsor.

Two years ago Congressman Glen Browder (D AL), a member of the House Armed Services Committee, held an informal hearing in Clanton, Alabama, on CAP delays in search and rescue efforts in Alabama. The hearings were prompted by a series of articles in a Birmingham newspaper "exposing" CAP and the Air Force after several crashes with delayed CAP response. In those cases, CAP knew the aircraft was down, but delayed launching for six hours or more until AFRCC issued an authorization. AFRCC officials told Mr Browder that they were following rules in "verifying" the emergency. The Alabama Wing CAP told Mr Browder they could not launch until they received a mission number from AFRCC.

Neither argument persuaded Mr Browder who couldn't understand why CAP simply could not launch when it knew of an emergency and when people were at risk. He cited the "Rescue 911" TV program as a good example. It is fair to say that the publicity and this hearing seriously damaged CAP and the Air Force's emergency responder reputation with Mr Browder and the people of Alabama.

The Alabama cases are an illustration of what has been a widespread problem. Civil Air Patrol across-the-country delays launches until AFRCC does its background work. AFNSEP has elaborate procedures with delays in mission authorizations. As Mr Browder indicated, the public, including the Congress, has watched the immediate response of emergency agencies and feels delays like those we experience are out of line. They feel very strongly on the subject when Congress is funding the program that delays searches.

We should explore adding this early responder capability. One approach could be to use the training hours the Air Force has already made available. The AF Liaison Office could be given a number of training mission numbers in advance. The LO and the Wing Commander could jointly work the response using the AF training authorization. If the AFRCC subsequently issues a mission number, then we could transition to that authorization. Under this proposal, we would have the opportunity to make an early response if the situation warrants action. Training impact would be minimal. We could argue that our members would be given the opportunity to train under real-time situations and, therefore, actually improve our training effectiveness.

We would have to be prudent with the response training hours to ensure adequate training hours are available to train our members who may not be available except on the weekends.

This program has the potential to increase our response capability and perhaps improve our training effectiveness and *may save lives!* To verify the potential of this 911-T program, we should move to a test program. Perhaps one wing in each region. Review the results and impact on training, and then make a decision on a National 911-T program.

**RECOMMENDATION:** National Board approve the National Staff to work with the Air Force staff to develop a test 911-T program along with the metrics to measure the effectiveness. The CAP staff shall report the results with a recommendation to the August 95 NB.

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** Funding would not be impacted as long as we stay within the current approved flying training budgets.

### **NATIONAL BOARD ACTION**

**COL KIRKWOOD and COL HERNDON briefed as presented in the agenda item.**

*COL HERNDON/SWR MOVED, COL SCHAMEL/OK seconded motion that the National Board approve a National 911-T test program for six months, across the board, with issuance of mission numbers from the staff and used in the discretion of wing commanders and LOs in their respective states, and that the National Staff work with the Air Force staff to develop a program along with the metrics to measure the effectiveness of the test. The CAP staff shall report the results with a recommendation to the Aug 95 National Board.*

*COL LAVINE/NY MOVED, COL SCHMITT/OR seconded TO AMEND the motion that, instead of a test program, the program be put into full force as a change in procedure and the authority for implementing rests with the wing commanders.*

**COL SAMPSON reminded that "There is only one pot of money for SAR/DR, a portion of which is allocated for training; all that money is under control of the Air Force and is paid back to CAP whether for training or for actual missions; the AFRCC has the mission numbers for actual SARs--not CAP-USAF--and they are not going to relinquish those." He stated that the only mission numbers that CAP can get are training mission numbers. He added "The other thing you need to consider is the coordination aspect that must go into a major SAR, and I fully appreciate the emergency nature of the response required; however, the USAF and you as its instrumentality are not the primary folks who are responsible for**

initiating that search--it is the state emergency agencies. If you, as a federal entity, come in on top of that, you are in direct violation of what the SAR Plan says will happen on SAR, so in order to respond any quicker, you must have an arrangement with your state that they will call you early on in these instances. Otherwise, the federal entity cannot get involved until the state says, 'we need your help.' Those are facts and I cannot change that." He further stated, "At this point we could support a test for you to use training missions in those areas where an immediate response is needed. I would caution you that now the burden will be upon you to make sure that you go out in a coordinated fashion and you don't start interfering with sheriffs' helicopters, state police light aircraft, and anyone else who might already be responding to that emergency; your mission coordinator will somehow have to talk to the person who is initiating and coordinating that search or rescue effort. I don't think you can go out there strictly on your own and take responsibility for that because it is not Civil Air Patrol's responsibility and not the Air Force's responsibility--it is the state agency--read the National SAR Plan."

**MOTION TO AMEND DID NOT PASS.**

**ORIGINAL MOTION CARRIED.**

**FOLLOW-ON ACTION:** Civil Air Patrol National Staff and USAF Staff will develop a program for implementation and testing along with appropriate metrics. Staffs will report results to the August 95 National Board.

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**AGENDA ITEM 8****DO-0004-295****Action****SUBJECT: LO Certification as CAP Mission Pilots****XO/Col Angley**

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**BACKGROUND:** The Nov 94 NEC requested that a policy pertaining to LOs flying CAP missions be drafted and proposed to the Feb 95 NB. The CAP-USAF LOs are currently prohibited from flying CAP missions. The primary reason is funding for these missions is intended for CAP, not the active duty Air Force. As the LOs convert to corporate employees, this is not the case. The wings could use the LOs to fly the CAP missions provided the LOs are qualified IAW CAPR 60-1. Some of the benefits would be a mission pilot who is readily available and better informed LOs. The drawback would be less time the LOs would have for their primary duties.

**RECOMMENDATION:** That corporate LOs be allowed to fly CAP missions as a volunteer member of Civil Air Patrol.

**STAFF COMMENTS:** The LO would be allowed to fly as a volunteer member on category "A" and "B" missions.

**FUNDING IMPACT:** None.

**NATIONAL BOARD ACTION**

**COL ANGLE**Y briefed and referred to discussion under Agenda Item 3 (LO and RDAE Support MOU).

*COL STARR/WA MOVED, COL SCHMITT/OR seconded motion that corporate LOs be allowed to fly CAP missions as a volunteer member of Civil Air Patrol.*

It was pointed out that corporate employees cannot be required to become CAP members, so the LOs would not automatically be CAP members. It was felt that the expertise of the LOs should be used in all possible areas, including flying search missions, if needed by an individual wing, whether active duty or as a corporate employee.

**MOTION CARRIED.**



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**AGENDA ITEM 9****DP-0002-295****Action/Information****SUBJECT: CAP Personnel Actions****NLO/Col Wheless&CLC/Col Handley**

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**BACKGROUND:** Col Wheless and Col Handley will review various personnel regulations and procedures with legal implications for information and assistance to commanders. Additionally, revisions to CAPM 39-2 outlining revised senior membership criteria and revised nonrenewal procedures will be presented for approval.

CAP COMPLAINTS -- CAPR 123-2: Col Wheless will present comments and suggestions for handling.

CAP MEMBERSHIP CRITERIA AND NONRENEWAL PROCEDURES--CAPM 39-2:

Col Handley will present the proposed membership criteria and simplified nonrenewal procedures and discuss the legal implications of each and will request National Board approval of CAPM 39-2 changes (attached).

**RECOMMENDATION:** National Board approve CAPM 39-2 revisions as presented.

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** Cost of printing and mailing. (\$250.00 for 5,000 copies plus postage.)

**NATIONAL BOARD ACTION**

**COL WHELESS/NLO** reviewed the samples and checklists provided as suggestions to help commanders in the handling of complaints filed under CAPR 123-2.

**COL HANDLEY/CLC** reviewed the proposed changes to CAPM 39-2 and asked that they be approved in concept with the understanding that minor adjustments and editorial changes can still be made after approval by the National Board.

It was pointed out that the "flagging" procedure at National Headquarters works very well in that it is an administrative hold on the member's renewal; it does not take them out of membership--it only tells the Personnel Directorate to make certain the computer does not send that person a renewal notice, and it is up to the wing commanders to close the loop and either terminate a member with a CAPR 35-3 termination action or initiate a membership nonrenewal action under CAPM 39-2. It was made clear that no one below wing commander level has the authority to "unflag" a member and the Personnel Directorate was commended for the professional and efficient manner in which this procedure is handled. It was agreed that initiation action for nonrenewal could be at a lower commander level as long as it had wing commander approval. It was also noted that the replacement for CAPR

**39-4 (referred to in CAPR 60-1 as the authority for right of appeal for pilots who have been grounded) has not been completed due to legal coordination.**

***COL BRAUN/NER MOVED, COL REDFERN/NJ seconded motion that the National Board approve CAPM 39-2 revisions as presented.***

**MOTION CARRIED.**

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**AGENDA ITEM 10****DO-0005-295****Action****SUBJECT: Counterdrug 101 CN Card****TXWgCC/Col Scott**

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**BACKGROUND:** Current CAPR 50-15 specifies the CN 101 card be issued by the National Counterdrug Director. This process, at times, delays placing “trained CN” members in cockpits while the wing and squadrons await the nationally issued card. Wing commanders already issue CN 101 cards for other CAP mission qualifications and they should have the same authority for this CN 101.

**RECOMMENDATION:** The National Board approve the following changes to CAPR 50-15, Chapter 2, para 2.3:

1. Subparagraph \*b be changed to read “A Counterdrug Qualification Card, CAPF CN 101, to be issued by the Wing Commander, to personnel who meet the requirements contained in CAP-DEA/USCS/USFS Agreement and have satisfactory applicable program requirements. CAPF CN 101 remains valid indefinitely unless revoked, membership is terminated, or the member fails to renew membership within 90 days of expiration.”
2. Sub paragraph \*b (4) be changed to read “Following verification that the individual attended the orientation and signed the Statement of Understanding and Non-disclosure statement, the Wing Commander forward each applicant’s CAPF CN 101 to the Unit Commander or designee appointed in writing.”

**STAFF COMMENTS:** Suggest that the CN card issue authorization remain as is. To issue CN 101 cards requires a variety of inputs that are obtained from Wing, National, and Federal sources. This validation process is currently handled on a full-time basis by personnel at National HQ. The personnel at National have direct access to all the required inputs and federal contacts that are a prerequisite to issuing the cards. When all requirements are met, National issues the CN 101 card. Pushing this process to the wing level will result in an increased administrative burden to wing personnel. The current process allows National to be the one focal point in dealing with this complex administrative process. Additionally, issuing CN 101s at National communicates to our Law Enforcement Agency customers that this is a top priority program with tightly controlled issuance and waiver authority at the highest command level.

**FUNDING IMPACT:** None.

**NATIONAL BOARD ACTION**

*COL SCOTT MOVED, COL TOBEY seconded motion that the National Board approve the following changes to CAPR 50-15, Chapter 2, paragraph 2.3 as written (in the agenda RECOMMENDATION).*

**MOTION DID NOT PASS.**

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**AGENDA ITEM 11****DP-0003-295****Information****SUBJECT: 1995 National Membership Campaign****Ms Williams**

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**BACKGROUND:** The 1995 National Membership Campaign approved by the November 1994 NEC will be unveiled. A prominent national figure has volunteered to serve as the 1995 National Campaign Chairman to demonstrate top-level support for this important national effort. Many forces are now emerging to make true membership growth a reality. With CAP's reorganization, National Headquarters is restructuring to address membership issues critical to the very survival of this great Air Force Auxiliary. The most obvious is the elevation our Cadet Program to equal mission staff status and employment of staff members with CAP field experience to revitalize the cadet program.

Additionally, we have created a membership/unit development position in the Personnel Directorate to focus exclusively on membership marketing issues in lockstep with your new Marketing/Public Relations Directorate. Plans are also in place to implement the July 1994 National Cadet Program Summit proposals to reinvigorate the Cadet Program. Particularly encouraging is CAP's newfound visibility at the highest levels of the Air Force. Everything is in place: Your own headquarters staff, a National Headquarters organized to address the issues, support of your National Commander, support of the Secretary of the Air Force, and the Air Force Chief of Staff. The only other element in this equation is support of your own troops to turn this organization around and propel CAP into the 21st Century. Many wings and regions are already conducting their own membership initiative in support of the national campaign. We earnestly appreciate this early show of support.

With the support of the National Board, the 1995 National Membership Campaign will signal CAP's intent to reverse the alarming membership decline of the past six years. Wing commanders are reminded to seek the most dynamic volunteers in their state to chair their wing campaigns. The 1995 National Membership Campaign runs from 1 March 1995 - 31 May 1995. Details will be briefed at the NB meeting. Working together, we will recapture the numbers and diversity for which Civil Air Patrol has been known as the finest volunteer program in America!

**MS WILLIAMS presented the membership campaign briefing. Briefing slides included in Agenda Books.**

**Following Ms Williams naming Gen Anderson as the National Membership Chairman for 1995, he added his emphasis on recruiting:**

**GEN ANDERSON stated: "I think it is absolutely critical that all of you return home and put primary emphasis on recruiting within your program. It is vitally important that we bring new blood into the program and it is vitally important that we grow with new ideas and new personality up and down the organization. One of the concerns that I have is the fact that recruiting is significantly down, as Renova**

briefed. Our difficulty is not typically retention--it is recruiting. All of the numbers tell us that the difficulties lie in recruiting, not in retention. Retention has remained in youth programs all across the country based on studies I have read, fairly level for the last decade or more, so it is vitally important that we put our efforts into recruiting within this program. We've got a great product to sell and we need you to do that. We are going to do some things that will revitalize that effort. First of all, as Renova said, we will have a Marketing Directorate which will be solely responsible for bringing our product before the American public. Additionally, she is going to have within the Personnel Division, a marketing development office so that they can work in tandem. You also factor in an invigorating Director of Cadet Programs in the form of Lt Col Doug Isaacson, and I sincerely believe that we then have the forces that have come together to produce membership growth. It is vitally important that we do that, and I think that is going to be a by-product of a reorganized Headquarters. One of the things that I had intended with the Deregulation Action Group in deregulating a lot of this business was to free you as senior leaders and managers within our organization to, in fact, focus on these growth issues rather than on administrative trivia, and the other things that consume a significant amount of your time. I ask you to please return home and invigorate recruiting programs locally to bring true growth within your wings."

COL SCHMITT/OR suggested that the Cadet Program staff look at history and give strong consideration to development of the CAP program for the high schools which should go a long way toward the future in redeveloping, rebuilding, and revitalizing the Cadet Program.

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**AGENDA ITEM 12****DP-0004-295****Information****SUBJECT: Sexual Harassment Training****RIWgCC/Col Cooper**

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**BACKGROUND:** The Nov 94 NEC adopted a policy prohibiting sexual harassment in CAP. The ability to recognize, prevent, and deal with a sexual harassment incident is critical in preventing them. Therefore, training will be a component of our sexual harassment policy. This presentation represents sexual harassment training that has been conducted in the NER.

**STAFF COMMENTS:** Enhancing the current Human Relations core of level one training is being considered.

**LT COL KAREN COOPER gave a briefing of the program that is used in the Northeast Region**

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**AGENDA ITEM 13****XP-0004-295****Action****SUBJECT: Goals, Objectives, and Evaluation Systems****Gen Anderson**

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**BACKGROUND:** Per Gen Anderson's request to the NEC, this agenda item is a carry-over from the Nov 94 NEC meeting for the purpose of involving wing commanders in national level goal setting from the beginning. In recent months, CAP has engaged in goal setting in three separate forums:

- (1) The National Cadet Program Summit, Maxwell AFB AL, Jul 94.
- (2) The National Vision Retreat (NVR), Hampton VA, Oct 94.
- (3) The annual Goals and Objectives Update, NEC Meeting, Maxwell AFB AL, Nov 94.

The NVR was the most effective forum of the three. It identified dozens of worthy goals that our general membership expresses frequently and regularly and which are echoed by the National Board. As a result, the NEC desires to reflect the desires of our members in setting, embracing, and measuring goals for the Corporation.

Our challenge is to blend the goals produced in the above three forums into a single set of measurable, yet simple, Corporation goals. Accordingly, the Nov 94 NEC:

- (1) Endorsed the continued validity of the CAP goals and objectives approved 12 months earlier by the Nov 93 NEC.
- (2) Expressed a desire to blend them with the NVR goals of Oct 94.
- (3) Empowered the National Commander as Commander, Chairman, and CEO of the Corporation to further refine these blended goals (the NVR attendees echoed the same authorization in Oct 94).
- (4) Agreed to continue the process to develop a revised set of goals and objectives.

**RECOMMENDATION:** Empowered by the Nov 94 NEC decision, the National Commander has continued the process since Nov 94 and, desiring to make the wing commanders full partners in the national goal-setting process, recommends the following two-part proposal for NB ratification:

(1) That the NB ratify the blended goals developed by the National Commander from the annual goals and objectives review, the National Cadet Program Summit, and the NVR. Those goals are as follows:

- (a) Execute cadet summit recommendations -- NEC.
- (b) Reverse membership decline -- all.
- (c) Reorganize staff from Air Force to Civil Air Patrol -- NEC.

- (d) Put “fun” back in programs -- all.
- (e) Improve corporate business practices.  
Attract and retain highly-motivated volunteers.
- (f) Continue equipment upgrades.  
Improve public relations.  
Get money.  
Improve technology and information management.  
Fund cadet flight training to private license.
- (g) Fly cadets.  
Incorporate AFRCC into CAP.
- (h) Maintain an adequate and functional unit set of equipment.  
Specialize senior training working with cadets.  
Reduce membership cost.
- (i) Senior member professional development.  
Reduce requirements.  
Settle uniform issue.  
Upgrade NEC/NB agenda process.
- (j) Streamline administration.  
Increase external partnerships in CAP programs.  
Better unit facilities.  
Slash paperwork.  
Improve training materials using multi-media.
- (k) Improve use of corporate fleet.  
Take over aeroclubs.  
Specialize training for unit/wing commanders.  
Improve the funding process for actual DRs.  
Empower CC at lowest level.
- (l) Keep general membership advised of Corporate structure.  
Set the example/slim down.  
Improve customer relations.  
Modernize aviation and space programs.
- (m) Staff leadership development.  
Improve member interpersonal relationships.  
Orientation flights for senior members.  
Address legal issues.  
Don't bite off more than you can chew.  
Improve regulation continuity.



- (n) Improve relations between CAP, USAF, and external relations.
  - Identify training for new missions.
  - Re-instill volunteerism.
  - Increase CAP support of AF.
  - GPS in every aircraft.
  - Increase involvement in teacher workshops.
  - Improve policy follow-through.
  - Obtain advance draw for corporate funding.

(2) That the NB ratify the National Commander's appointment of a short-lived **action** group of current and former wing commanders and other leaders, under the direction of Col James H. Tazelaar (DE Wing/CC), to develop an evaluation system that does three things: Measures goal achievement by CAP wings, provides feedback on wing performance in a single report rather than in separate reports, and rewards CAP's most capable people and wings. This evaluation system must meet four specific criteria delineated by the National Commander in response to desires frequently expressed by our wing commanders: **Realistic** (measures the "right" things, which we define as program areas validated by wing commanders); **simple** (not complicated like CAP-MAP because we measure the "right" things); **accurate** (because it is realistic and simple); and **timely** (because it is realistic, simple, accurate, and easy to publish).

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** None.

### **NATIONAL BOARD ACTION**

GEN ANDERSON presented, as outlined in the agenda, and stated that "I have asked Col Tazelaar/DE to chair a very short-lived action group to blend these goals together and put them out to you while at the same time, design a means of measuring our progress in those areas. At one time we had a CAP-MAP program and approximately two years ago, we eliminated the program from our structure, and we did so for a very realistic and logical reason--we felt it failed to measure the correct things. It failed to look at the things that are important to the Civil Air Patrol. We would like to have a simplified program that does not become a creature unto itself that can do several things. It can provide you as the wing commanders with feedback on how well your wing is doing in relationship to other like wings in the Civil Air Patrol. So, in effect, it would be your report card. Secondly, it becomes the metrics to measure how well we are moving toward these goals that have been identified." Gen Anderson also presented a slide briefing.

COL TAZELAAR/DE asked each region commander to identify one present or former wing commander to serve on his action group by 1 Mar 95. He added that by 1 Apr 95, he would like to have those representatives to contact the current wing commanders and region commanders to get ideas to put into this effort. Then by 1 Apr 95, he stated "We will consolidate all these ideas with a conference call, put it

together by 15 Apr, and have another conference call with our committee and have it packaged and ready to go for submission to the NEC on 12-13 May."

*COL BOWLING/SER MOVED, COL STARR/WA seconded motion that the National Board approve the agenda RECOMMENDATION.*

**MOTION CARRIED.**

**FOLLOW-ON ACTION:** Action Group to report at May 95 NEC.

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**AGENDA ITEM 14****FM-0001-295****Action****SUBJECT: FY 1995 Continuing Resolution****NFO/Col Ratcliff**

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**BACKGROUND:** During the Nov 94 NEC meeting, the Civil Air Patrol fiscal year was changed to coincide with the Air Force fiscal year beginning with FY 96. This change in the fiscal year would leave a three-month-period that Civil Air Patrol would not have an approved operating budget. This change also effected the wings as well as National. Under the new Constitution and Bylaws, only the National Board may approve or change fiscal year budgets.

**RECOMMENDATION:** The National Board should adopt a continuing resolution for the three-month-period between 1 July through 30 September 1995. Total expenditures during the continuing resolution would not exceed 25% of the FY 95 approved budget.

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** This continuing resolution will be an increase of \$548,380.00 to the FY 95 National budget. This increase will be offset by projected income of \$550,000.00 during this period.

**NATIONAL BOARD ACTION**

*COL BERGMAN/NVC MOVED, COL BRAUN/NER seconded motion that the National Board adopt a continuing resolution for the three-month-period between 1 July through 30 September 1995. Total expenditures during the continuing resolution would not exceed 25 percent of the FY 95 approved budget.*

**MOTION CARRIED.**

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**AGENDA ITEM 15****DP-0005-295****Action****SUBJECT: Aviator Shirt Uniform Combination****MOWgCC/Col Williams**

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**BACKGROUND:** The Aug 94 NB extended the wear test of the aviator shirt uniform combination until this board meeting. We have been testing this combination for one year now and we are at the decision point. During the test, I have heard members' concerns that this combination remain optional. Another concern was the color combination in conjunction with the Air Force Uniform Board actions on the pending uniform change proposal. These concerns will be addressed at the Feb 95 NB.

**RECOMMENDATION:** The National Board approve the aviator shirt combination as an optional CAP uniform.

**STAFF COMMENTS:** None.

**FUNDING IMPACT:** Funding for the optional uniform would be at the members' expense.

**NATIONAL BOARD ACTION**

*COL WILLIAMS/MO MOVED, COL PANNONE/AK seconded motion that the National Board approve the optional wear of the aviator shirt configuration that was originally set out in Philadelphia (NB, Feb 94) with some exceptions. Col Williams stated, "The shirt that I currently have on is the idea that we had in mind which is to allow grade insignia on this shirt, one badge of wearer's choice, and the name tag to match the grade."*

COL WILLIAMS/MO stated that he realized a final decision could not be made today because the color of the CAP uniform has not yet been decided, and the color combination on the proposed shirt should match the approved color. He also stated that the design of the epaulet is not final and asked that the National Board allow Col Williams, Gen Anderson, and Ms Williams to pick the color and also prepare the design.

COL COOPER briefed the results of the test in his Wing, with a recommendation that the proposed uniform combination not be approved.

**MOTION DID NOT PASS.**

**BACKGROUND:** The Aug 94 NB authorized the National Commander to activate a six-month-long Deregulation Action Group (DAG). The DAG's charter was, in essence, to deregulate, de-complicate, and simplify CAP from excessive self-regulation that has been years in the making. The chairman of the group will update the NB on the items adopted by the DAG.

**COL KIRKWOOD/RMR briefed the actions of the DAG as outlined in the attachment to the Agenda Item.**

*GEN ANDERSON accepted Col Kirkwood's RECOMMENDATION: That the current DAG initiative be declared over. The DAG Chairman (Col Kirkwood) be directed to continue to process those inputs already received and monitor implementation of approved DAG initiatives until they are reflected in CAP regulations. The National Board should consider reviving the DAG in another one-to-two years.*

**COL HANDLEY asked for clarification on whether the DAG has authority on existing regulations and not on normal amendments to regulations within the Headquarters by the staff which is outside the jurisdiction of the DAG.**

**GEN ANDERSON stated that the DAG has final approval authority on any items that came before them for resolution.**

**COL KIRKWOOD/RMR clarified that there is a misconception that the DAG is taking over all regulations in CAP; the charter says the DAG will either delete or reduce regulations in existence. He added that in the process of working the issue, it makes sense for other agencies to coordinate with the DAG when things are already in the hopper, such as CAPR 60-1, and mutually work together.**

**COL HANDLEY stated that he believed the DAG's charter is not to police new regulations coming on-line or amendments to existing regulations, but merely to look at the existing structure and decide what needs to be done away with. He added, "I don't think this body ever intended to shift the staffing function out of our building into the DAG. In other words, CAPR 60-1 which has already been through the Ops Committee and is now in the Headquarters building for final processing; the DAG doesn't get a final cut on it."**

**GEN ANDERSON agreed.**

**COL KIRKWOOD/RMR explained that in the process of deciding some of the issues there is a certain amount of coordination with the staff, and in the case of**

serious disagreement between the DAG and staff, the disagreement is resolved by the National Commander.

**COL GUIMOND/PA** stated that he supports the DAG, but expressed concern that the DAG has gone beyond what he thought he was voting for when he saw a recommendation which approved the deletion of the Check Pilot Standardization Course. He added that in view of everyone's concern for safety, it is difficult to conceive the elimination of this course; as a CFI and as an active check pilot he believes the implementation of the Check Pilot Standardization Course was a major step forward in the reduction of aircraft accidents and incidents, and disagrees that this type item should be approved at the DAG level.

**GEN ANDERSON** closed the item with the statement that "Col Kirkwood is in the process of continuing to close those items he has received under the DAG charter; he has also provided me with a stack of actions that I am supposed to deconflict in which the DAG and the headquarters staff agencies disagree. There are going to be some items where I am going to side with the staff--there are going to be some items where I will side with the DAG. The original intention that I had was to err on the side of over-deregulation rather than under-deregulation, but (at the risk of cutting Col Kirkwood off at the knees) the national Check Pilot Standardization Course, in my opinion, is a critical course. That is a fine example of an occasion where I would side with the staff rather than the DAG, and I will do my very best to use my good judgment because I know that I am going to be accountable to this body collectively."

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**AGENDA ITEM 17****Action****SUBJECT: Additional Old Business**

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1. ITEM: **Senior Cadet Program** This item was tabled from previous meetings.

*COL WILLIAMS/MO MOVED, COL SCOTT/TX seconded to take from the table the motion "that CAP implement an Advanced Cadet Program that all cadets upon reaching age 18 or within six months of joining or entry into any branch of the military service be required to enter into the Advanced Cadet Program and that all dues remain at the normal cadet rates so long as the individual remains a cadet," which was tabled at the Aug 94 National Board Meeting in New Orleans, LA.*

**MOTION CARRIED to bring from the table.**

*COL WILLIAMS/MO MOVED, COL SCHAMEL/OK seconded motion that all cadets age 18 and over be specifically given the same rights and responsibilities, obligations, and duties of any senior member 18 or older; that they be required to undertake CPPT training and that they be fingerprinted; that they be allowed to complete the entire Cadet Program as cadets, and if upon completion of the Cadet Program they can elect to remain as a cadet until age 21; that they be required to undertake specific training in either a cadet-oriented or senior specialty track; that they be allowed to join any AFROTC/CAP squadron as a cadet and participate as a cadet and not be required to become a senior member; that they be allowed full and complete participation in all senior activities; that the National Board empower the Director of Cadet Programs to correct the cadet manuals and regulations to reflect the above, and subject to review and approval of any substantive changes by the NEC or the National Board.*

COL COOPER/RI stated a point of order and advised that the proposed motion is not the motion that was tabled; the agenda item that was tabled was the one that was sent in a package a week or two ago; this is a significantly changed motion and request a review to see if this motion is in order.

LT COL KARTON/PARLIAMENTARIAN advised the chair that the motion in Aug 94 was tabled; there was a motion and a second to remove it from the table which was passed. He added "The motion that Col Williams just made was different from that motion which had been tabled and taken off the table; therefore, the motion that he just made is out of order. If he wants to make the new motion, he would have to make it under a different point in the meeting, under New Business."

*COL WILLIAMS/MO withdrew his new motion and called for defeat of the original motion which was untabled.*

**MOTION TO DEFEAT CARRIED.**

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**AGENDA ITEM 18****Action**

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**SUBJECT: New Business**

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1. ITEM: Senior Cadet Program (Col Williams/MOWg/CC).

**COL WILLIAMS stated that he will bring this subject back to the Aug 95 National Board.**

2. ITEM: Leased Aircraft (Col Sampson).

COL SAMPSON expressed concern about members leasing aircraft from third-party FBOs who had no connections to CAP and bringing it to an Air Force-authorized mission. He added that in a recent letter he took away from CAP that prerogative for category "A" and "B" missions, after which the hate-mail started flowing. He further stated, "I found it necessary to take that action because I had found fraud in two or three instances, and I am not comfortable that I would catch every instance where fraud would be possible in this particular kind of operation." He also questioned whether those pilots who lease aircraft for the purpose of SAR tell the FBOs how the aircraft will be used, and if so, would the FBO agree to lease it under those circumstances. He said that question will have to be answered because AFR 112-1 says that the Air Force will not be liable for that asset. He added "it is my responsibility to control the government's exposure to liability and we have to make sure that we are conducting these types of operations in study fashion and that everybody--and I'm talking about the Corporation, the Air Force, and the person who is leasing that aircraft to us--understands who is going to be liable should we tear it up or crash it. That is why the restriction; it remains under review; and I ask those of you who have not yet responded to how much you use those leased airplanes in the mission of Civil Air Patrol under Air Force mission status that you please respond and we will continue our review and try to adjust and make allowances. When we are talking about life and death situations, certainly we would agree that this could be done. I'm not sure you would ever need to do this on a Civil Air Patrol exercise which is planned. You can bring all your corporate assets to bear and you can notify your members that you've got an exercise coming up and you want member-owned airplanes brought into it, so there are a lot of assets that need to be brought to bear before we take the step to involve yet a third party in performing the mission."

**CLOSING COMMENTS**

GEN ANDERSON stated "I want to thank all of you who have spent the time, energy, and effort to be here for this National Board meeting. I am very pleased with the results of the meeting. I believe we are doing a better job. With your leadership, we are moving more issues through the system at a faster tempo in order to achieve more for those 51,000 members back home who depend on us to do substantive business on their behalf. I would like to say thank you to Col Sampson and his staff, Col Albano and the Corporation, National Headquarters staff for their work in making this a showcase



National Board meeting. It is critical to the foundation of this program that we do these things well, and our support structure here at the Headquarters is part and parcel in making that happen. So, to all of you, I thank you very, very much. I am especially glad that Col Padgett could be here with us. We welcome you on board, Sir, and look forward to working with you. I would like to make one announcement before I turn the podium over to Col Sampson; as you know we hired three region commanders, counting Col Albano, to serve at National Headquarters in critical slots. We recognized yesterday the Change of Command in Southeast Region when Col Glen Atwell turned the flag over to Col Rick Bowling. With the employment of Col "Bud" Payton to serve as the National Headquarters Director of Marketing, once he departs we must backfill his position. 'Bud' on behalf of the NEC and the National Board, thank you for your outstanding service as Region Commander. Thank you. His service at National Headquarters commences on 6 March, and effective that date, I will appoint the new GLR Commander who will be Col Denzil Allen."

COL SAMPSON's closing remarks are attached.

*COL BRAUN MOVED, COL RATCLIFF seconded motion to adjourn.*

**MOTION CARRIED.**

**THE NATIONAL BOARD ADJOURNED AT 1620, 25 February, 1995.**